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19 December 1984

STAT MEMORANDUM FOR: [redacted]
Planning Staff

STAT FROM: [redacted]
Liaison Division
Office of Legislative Liaison

SUBJECT: DCI Secretarial Task Force

1. After much deliberation, the following is the result of several meetings with the DCI Task Force, PMCD, and discussions with almost every secretary in the Division. It reflects my personal thoughts which are incorporated with the thoughts of those secretaries with whom I talked.

2. Option 2 is the most appealing avenue for the secretarial career path. It offers the most in that this system creates incentive and training, develops experienced secretaries and, most importantly, avoids tying the secretary's position grade to the supervisor's. Under Option 2 few could argue against a "pay for performance" concept. No one will be hurt salary-wise according to PMCD. It creates a recognized career path for secretaries and it answers the often-heard complaint that inexperienced EODs are promoted too quickly.

3. With this in mind, I support Option 2 with no Option 1 interim. I fear by going the Option 1-2 route, that possibly this may be the last anyone hears of Option 2. Option 2 would have a better chance of going into battle with full support rather than a more conservative approach which would reflect a less than positive effort. I recognize the great difficulty in getting top management support for such a drastic change. By implementing Option 1 before Option 2 goes into effect, large amounts of time and energy will be expended. After seeing what goes into a "simple" procedure, I question whether management would support the effort to go for still another change.

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4. However, if the majority of the DCI Task Force agrees that Option 1 be undertaken immediately with the idea that the groundwork for Option 2 be started, I will go along with the consensus of the group. I will support this approach only if an "oversight" mechanism be set up to closely monitor the progress of Option 2's implementation or experimentation. The oversight board should report regularly to: (1) the DDCI or Executive Director; and (2) all Secretarial MAG Groups, on the progress of Option 2's implementation.

5. POINTS TO BE MADE UNDER ANY OPTION CONSIDERATIONS:

Training:

--offer more substantive area related courses, not just secretarial skills related courses;

--for the EOD officer level, include information on the office environment such as "how your secretary can support you."

Cash Awards and QSIs:

--personnel should be responsible for making management aware of their availability;

--schedule a time approximately every 4 months for managers to decide if any employee is deserving.

Annual Leave:

--change regulations to permit secretaries to carry over annual leave (secretaries have to put in long hours, too, and are an integral part of the team.)

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